

## 5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

### 5.1 PROMOTERS AND SUBSTANTIAL SHAREHOLDERS

#### 5.1.1 Promoters' and substantial shareholders' shareholdings

The details of our Promoters and substantial shareholders, and their respective shareholdings in our Company before and after our IPO are as follows:

Promoters/ Substantial Shareholders	Place of Incorporation / Nationality	Before our IPO / After the Acquisition of UFI and UDI				After the Public Issue			
		Direct		Indirect		Direct		Indirect	
		No. of Shares	% <sup>(a)</sup>	No. of Shares	% <sup>(a)*</sup>	No. of Shares	% <sup>(b)</sup>	No. of Shares	% <sup>(b)*</sup>
UFG <sup>(c)</sup>	Malaysia	-	-	-	-	-	-	-	-
Liew Sen Hoi	Malaysian	173,784,000	54.96	142,466,000	45.04 <sup>(d)</sup>	173,784,000	43.44	142,466,000	35.62 <sup>(d)</sup>
Lim Show Ching	Malaysian	15,792,400	5.00	173,784,000	54.96 <sup>(e)</sup>	15,792,400	3.94	173,784,000	43.44 <sup>(e)</sup>
Marcus Liew	Malaysian	31,668,400	10.01	-	-	31,668,400	7.92	-	-
Ryan Liew	Malaysian	31,668,400	10.01	-	-	31,668,400	7.92	-	-
Roy Liew	Malaysian	31,668,400	10.01	-	-	31,668,400	7.92	-	-
Ray Liew	Malaysian	31,668,400	10.01	-	-	31,668,400	7.92	-	-

Promoters/ Substantial Shareholders	Place of Incorporation / Nationality	After the Offer for Sale				After our IPO and Share Transfer to UFG			
		Direct		Indirect		Direct		Indirect	
		No. of Shares	% <sup>(b)</sup>	No. of Shares	% <sup>(b)*</sup>	No. of Shares	% <sup>(b)</sup>	No. of Shares	% <sup>(b)*</sup>
UFG <sup>(c)</sup>	Malaysia	-	-	-	-	252,000,000	63.00	-	-
Liew Sen Hoi	Malaysian	143,784,000	35.94	142,466,000	35.62 <sup>(d)</sup>	18,208,408	4.56	268,041,592	67.00 <sup>(f)</sup>
Lim Show Ching	Malaysian	15,792,400	3.94	143,784,000	35.94 <sup>(e)</sup>	-	-	18,208,408	4.56 <sup>(e)</sup>
Marcus Liew	Malaysian	31,668,400	7.92	-	-	4,010,398	1.00	-	-
Ryan Liew	Malaysian	31,668,400	7.92	-	-	4,010,398	1.00	-	-
Roy Liew	Malaysian	31,668,400	7.92	-	-	4,010,398	1.00	-	-
Ray Liew	Malaysian	31,668,400	7.92	-	-	4,010,398	1.00	-	-

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**5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)**

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**Notes:**

- \* Liew Sen Hoi is the spouse of Lim Show Ching, and Marcus Liew, Ryan Liew, Roy Liew and Ray Liew are their sons. Please see Section 5.7 of this Prospectus for further details of the family relationship between the Promoters, substantial shareholders and Directors.
- (a) Based on our issued share capital of 316,250,000 Shares after the Acquisition of UFI and UDI, but before our IPO.
- (b) Based on our enlarged issued share capital of 400,000,000 Shares after the Public Issue, Offer for Sale and Share Transfer to UFG pursuant to our IPO.
- (c) UFG's shareholders and their respective direct shareholdings in UFG are as follows: Liew Sen Hoi (55.00%); his spouse Lim Show Ching (5.00%); and their sons Marcus Liew (10.00%), Ryan Liew (10.00%), Roy Liew (10.00%) and Ray Liew (10.00%).
- (d) Deemed interested by virtue of his spouse's and his sons' direct shareholdings in Unique Fire.
- (e) Deemed interested by virtue of her spouse's direct shareholdings in Unique Fire.
- (f) Deemed interested by virtue of his sons' direct shareholdings in Unique Fire, as well as Section 8(4) of the Act through his shareholding of more than 20% in UFG. See note (c) above for further details.

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## 5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

### 5.1.2 Profile of Promoters and substantial shareholders

(i) **UFG**

*Promoter and substantial shareholder*

UFG was incorporated in Malaysia under the Act on 19 August 2021. [On [●], it has changed its name to Unique Go Sdn Bhd.] As at the LPD, the issued share capital of UFG is RM100.00 comprising 100 ordinary shares. UFG is principally an investment holding company and was incorporated with the objective to hold 63.00% shareholdings in our Company held by the individual Promoters (all of whom are family members) pursuant to the Share Transfer to UFG for family succession planning purposes. Please refer to Section 4.1.1(d) for further details of the Share Transfer to UFG.

The directors and shareholders of UFG and their respective shareholdings in UFG as at the LPD are as follows:

Directors and Shareholders	Direct Interest in UFG	
	No. of ordinary shares	%
Liew Sen Hoi	55	55.00
Lim Show Ching	5	5.00
Marcus Liew	10	10.00
Ryan Liew	10	10.00
Roy Liew	10	10.00
Ray Liew	10	10.00
<b>Total</b>	<b>100</b>	<b>100.00</b>

Please see Section 5.7 of this Prospectus for further details of the family relationship between the Promoters, substantial shareholders and Directors.

(ii) **Liew Sen Hoi**

*Promoter, substantial shareholder and Managing Director*

Liew Sen Hoi, Malaysian, aged 67, is our Promoter, substantial shareholder and founder of our Group. He is also our Group's Managing Director. He was appointed to our Board on 13 April 2021.

He started his career in 1971 as a supervisor and installer for firefighting equipment with LKT Engineering. In 1975, he left LKT Engineering to start his own business venture and established Brilliant Fire Engineering with his siblings as a partnership. He and his siblings later on established Brilliant Fire Engineering Sdn Bhd ("**BFE**") in December 1986 to carry on the business of Brilliant Fire Engineering and its principal business involved the supply and installation of firefighting systems. He held the position as Managing Director of BFE until March 2004. His role included managing contractors for fire protection safety equipment and system installations. He later resigned as the Managing Director of BFE and transferred his shareholdings in BFE to his nephew in March 2004 for his siblings and their family members to grow their own business.

Concurrent with his involvement in BFE up till March 2004, he was also a director and shareholder of UBE Engineering Sdn Bhd from May 1990 to March 1997 where he was involved in overseeing operations of the company. UBE Engineering Sdn Bhd was then a company involved in trading of fire safety equipment and the other shareholder of UBE Engineering Sdn Bhd then is a third party not related to Liew Sen Hoi.

**5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)**

Between June 2003 to September 2020 he was also a director and shareholder of Fiex Engineering Sdn Bhd, a company whose principal activity was a contractor for fire protection engineering work. During his tenure as a director and shareholder of Fiex Engineering Sdn Bhd, he was not involved in the day-to-day operations of the company.

In April 1997, he became a shareholder of UFI, our subsidiary, with his spouse Lim Show Ching. UFI was incorporated in January 1997 by subscriber shareholders (namely Lim Boon Keong and Seow Swee Lan) holding one (1) share each. The subscriber shareholders then in April 1997 transferred the entire issued share capital of RM2.00 consisting of two (2) shares of RM1.00 each to Liew Sen Hoi. He also established UDI in January 2018 with his sons Roy Liew and Ray Liew. He has assumed the position of our Managing Director since UFI's incorporation and is responsible for providing overall management of our Group's business and operations with the assistance of our Executive Directors and key senior management or personnel who report to him in relation to the job functions or departments they oversee. With more than 50 years of experience in fire protection industry, he is instrumental in providing strategic direction to our Group's business and development strategies.

Please see Section 5.2.4 for further details of Liew Sen Hoi's involvement in principal business activities and directorships outside of our Group at present and in the past five (5) years preceding the LPD. Please also see Section 5.7 of this Prospectus for further details of the family relationship between the Promoters, substantial shareholders and Directors.

**(iii) Lim Show Ching**

*Promoter and Substantial Shareholder*

Lim Show Ching, Malaysian, aged 66, is our Promoter and substantial shareholder.

She has been our subsidiary UFI's director since 31 March 1997 and UFI's shareholder since 2 April 1997. She is a homemaker and is not involved in the day-to-day operations of UFI.

She is the spouse of Liew Sen Hoi and the mother of Marcus Liew, Ryan Liew, Roy Liew and Ray Liew, and also a director and shareholder of UFG. Please see Section 5.7 of this Prospectus for further details of the family relationship between the Promoters, substantial shareholders and Directors.

**(iv) Marcus Liew**

*Promoter, substantial shareholder and Executive Director*

Marcus Liew, Malaysian, aged 42, is our Promoter, substantial shareholder and Executive Director. He was appointed to our Board on 8 October 2021.

He obtained a Bachelor of Management (Operations Management) from University of South Australia in 2002.

After his graduation, he started his career with Citibank Berhad as a Sales Executive in March 2003 where his work involved mainly in mortgage sales. He was also awarded the Quarter 3 2003 Top Rookie Award by the Mortgage & Share Finance Sales unit of Citibank Berhad. He left Citibank Berhad in May 2004 and joined Global Capital Planning Sdn Bhd in June 2004 as a Financial Sales Executive where he was responsible for the introduction and promotion of mortgage and loan products as well as providing solutions to prospective and existing clients. In December 2004, he left Global Capital Planning Sdn Bhd in preparation to establish Unique Revolution Sdn Bhd, a company principally involved in the trading of various types of battery-operated and manually operated bicycles and related parts and accessories, and trading in firefighting equipment and related goods, with his father Mr Liew Sen Hoi. From February 2005 to November 2005, he was the managing director and oversaw the company's operations. He resigned from his designation as managing director of Unique Revolution Sdn Bhd to join UFI in December 2005 but continued to hold his directorship and shareholdings in

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Unique Revolution Sdn Bhd. Unique Revolution Sdn Bhd became dormant since April 2016 and was struck off in September 2021.

In December 2005, he joined UFI as a Business Development Manager and rose through the ranks to become UFI's General Manager in February 2010. In November 2018, he was promoted and appointed as a director of UFI, and held the designation of Sales and Marketing Director in UFI, a position he still holds to-date. In his tenure from 2005 till current, he oversees the company's sales and marketing strategies, and is responsible for planning and coordinating, and implementing new business plans based on the strategic direction provided by our Managing Director, as well as participating in negotiations with our Group's customers. He also contributes to product expansion strategies and development of new markets for our Group from a sales and marketing perspective such as providing feedback on customer preferences and trends, exploring new distributorship relations to widen our product range, and exploring new addressable markets both locally as well as in foreign countries. He has also been a director of our subsidiary UDI since February 2021 but is not involved in the day-to-day operations of UDI. In October 2021, he was redesignated as our Group's Executive Director, and continues to oversee the above functions for our Group.

He emerged as a Top 30 Semi-finalist for the 2019 Junior Chamber International Malaysia Creative Young Entrepreneur Award.

Within the fire protection industry, he currently serves as the Vice President of the Malaysian Fire Protection Association ("**MFPA**"), a position he has held since 2019, and is a representative member of the MFPA on the Department of Standards Malaysia's working group established for Gaseous Fire Extinguishing Systems since 2021.

Please see Section 5.2.4 for further details of Marcus Liew's involvement in principal business activities and directorships outside of our Group at present and in the past five (5) years preceding the LPD. Please also see Section 5.7 of this Prospectus for further details of the family relationship between the Promoters, substantial shareholders and Directors.

**(v) Ryan Liew**

*Promoter, substantial shareholder and Executive Director*

Ryan Liew, a Malaysian aged 39, is our Promoter, substantial shareholder and Executive Director. He was appointed to our Board on 8 October 2021.

He obtained a Bachelor of Engineering (Mechanical) in 2006 and Master of Engineering Management in 2007 from the Queensland University of Technology, Australia. He further obtained a Graduate Certificate in Performance-Based Building & Fire Codes in 2009 and a Graduate Diploma in Building Fire Safety and Risk Engineering in 2010 from Victoria University, Australia. He has been a Graduate Engineer registered with the Board of Engineers Malaysia since 2007, and a Graduate Member (Mechanical) of The Institution of Engineers, Malaysia since 2011. He is also an Affiliate Member of The Institution of Fire Engineers (UK) since 2013.

After his graduation, from May 2007 to March 2009, he held the position of Graduate Fire Engineer in Bassett Consulting Engineers and later on AECOM Australia Pty Ltd ("**AECOM**") upon Bassett Consulting Engineers becoming part of AECOM. As a Graduate Fire Engineer, he was involved in developing alternative building fire safety solutions by generating simulation of fire via software for purposes of designing fire safety systems to ensure the safety of the occupants in the event of fire, developing various fire engineering briefs and fire engineering reports to justify alternative engineered solutions against local building fire safety requirements in Australia and risk engineering (such as hazardous area classification studies). In May 2009, he left AECOM and joined Project Services, Department of Public Works, Queensland State Government as a Fire Services Engineer, a position he held till July 2010. His responsibilities included engaging with clients and relevant stakeholders and to deliver engineering solutions in relation to fire safety designs. He participated in various projects and,

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amongst others, was involved in fire services (such as fire hydrant system design, automatic fire sprinkler system design, and fire detection and alarm system design), fire safety engineering (such as fire safety strategy and fire engineering reports).

Subsequently, in September 2010 he joined UFI as a Research and Development Engineer. In November 2018, he was promoted and appointed as a director of UFI, and held the designation of Product Engineering and Services Director, a position he still holds till present. In his roles above, his responsibilities include leading our engineering department which is tasked among others to ensure that our Group's products comply with applicable technical and regulatory requirements. He also lends support with his knowledge and qualification in fire safety to assist our Group's efforts in our product range expansion in particular with regards to technical aspects and specifications. Over the years, he has been instrumental in the expansion and growth of our back-end operations to support our business growth such as being the project manager for overseeing the construction of our current head office and Operational Facility in Shah Alam, Selangor which was completed in 2013, and also in driving the introduction and implementation of our ERP system, in 2011. He has also been a director of our subsidiary UDI since February 2021 but is not involved in the day-to-day operations of UDI.

Ryan also played an important role in driving UFI's efforts to successfully obtain the following certifications for our own Unique227 brand of HFC fire suppression systems: achieve conformity of the HFC filling machine and nozzle drilling machine to UL procedures in 2017, obtaining the SGP certification from TNB in 2018 which allows our HFC fire suppression systems to be used in the TNB system. UFI also obtained FM Approvals certification in July 2021 for our Unique227 and Unique5112 brands of HFC fire suppression systems. Ryan also led UFI's efforts to achieve conformity of the HFC filling machine for the Kidde brand of HFC fire suppression systems to UL procedures in 2019.

Ryan Liew was a common director of UFI and Cfyre Protection Sdn Bhd. He was a director of Cfyre Protection Sdn Bhd from 5 April 2019 to 24 March 2021, and a shareholder of Cfyre Protection Sdn Bhd from 5 April 2019 to 21 April 2021. He was not involved in the day-to-day operations of Cfyre Protection Sdn Bhd throughout this period.

In October 2021, he was redesignated as our Group's Executive Director, and continues to oversee the above functions for our Group.

Please see Section 5.2.4 for further details of Ryan Liew's involvement in principal business activities, and directorships outside of our Group at present and in the past five (5) years preceding the LPD. Please also see Section 5.7 of this Prospectus for details of the family relationship between the Promoters, substantial shareholders and Directors.

### (vi) Roy Liew

*Promoter, substantial shareholder and Key Senior Management*

Roy Liew, a Malaysian aged 36, is our Promoter and substantial shareholder. He is also one of our key senior management and holds the designation of Operation Director.

He obtained a Diploma in Business from HELP University College, Malaysia in 2005 and graduated with a Bachelor of Commerce from Griffith University, Queensland, Australia in 2007.

Upon his graduation, in November 2007, he joined UFI as a Business Development Manager where his role included identifying market trends and new business opportunities for UFI, and formulating promotion and marketing strategies to expand UFI's customer base. He was promoted to become the General Manager of Manufacturing in January 2013. Subsequently in November 2018, he was promoted and appointed as a director of UFI, and held the designation of Director of Supply Chain Management. He is responsible for managing the Group's manufacturing division and production activities, monitoring product standards and

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QC systems, as well as overseeing UFI's overall supply chain operations, including purchasing and inventory management, warehouse management, assessment of suppliers or third-party vendors, distribution and delivery logistics of finished products. In August 2021, he was redesignated to his current position as Operation Director of our Group and continues to carry out the above functions. He has also been a director of our subsidiary UDI since its incorporation in January 2018 and oversees the operations of UDI, such as developing business plans and pricing strategies (including determining product prices, preparation of quotations to customers, market surveys for UDI's products), inventory management (including monitoring level of merchandise, packaging materials) and logistics planning (such as shipping or delivery to customers). Prior to the completion of the Acquisition of UDI on [date], Roy Liew was a 20% direct shareholder of UDI. Please see Section 4.1.1(a) for further details of the Acquisition of UDI and the shareholding structures of UDI before and after the Acquisition of UDI.

He is a registered portable fire extinguisher competent person with the Bomba under the eFEIS. As a registered "competent person", he is certified to carry out service and maintenance of portable fire extinguishers. He had also completed the Competency for Servicing and Maintenance of Portable Fire Extinguisher in compliance with the MS 1539 (Training of Trainers) which allows him to train other persons as competent persons under eFEIS.

Please refer to Section 5.2.9 for details of Roy Liew's involvement in principal business activities outside our Group as at LPD. He does not have any directorships outside our Group at present and in the past five (5) years preceding the LPD. Please also see Section 5.7 of this Prospectus for details of the family relationship between the Promoters, substantial shareholders and Directors.

**(vii) Ray Liew**

*Promoter, substantial shareholder and Key Senior Management*

Ray Liew, Malaysian aged 33, is our Promoter and substantial shareholder. He is also one of our key senior management and holds the designation of Creative Director.

He graduated from LimKokWing University of Creative Technology with both a Diploma in Interactive and Multimedia Design in 2009 and a Bachelor of Arts (Hons) in Creative Multimedia in 2011.

He started his career with UFI in September 2011 as a Creative Designer responsible for digital marketing and branding of UFI. He was tasked to enhance UFI's online presence via our products website after he joined. In November 2018, he was promoted and appointed as a director of UFI, and held the designation of Director of Corporate Communication. He was redesignated as our Creative Director in August 2021, a position he holds till present. He is responsible for overseeing the Group's IT functions and IT infrastructure, digital marketing via social media platforms and e-commerce platforms, as well as creative design aspects (such as in our web design, marketing and advertising materials) of our Group's business.

He has also been a director of our subsidiary, UDI, since its incorporation in January 2018 and oversees design collaborations with our Group's customers for custom graphic designed fire extinguishers. Among others, his responsibilities include creating artwork and liaising with customers to develop and customize graphic designs and ideas for customers. Prior to the completion of the Acquisition of UDI on [date], Ray Liew was a 20% direct shareholder of UDI. Please see Section 4.1.1(a) for further details of the Acquisition of UDI and the shareholding structures of UDI before and after the Acquisition of UDI.

As at the LPD, Ray Liew does not have any principal business activities nor any directorships outside our Group at present and in the past five (5) years. Please also see Section 5.7 of this Prospectus for details of the family relationship between the Promoters, substantial shareholders and Directors.

## 5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

### 5.1.3 Changes in our Promoters' and substantial shareholders' shareholdings

The changes in our Promoters' and substantial shareholders' shareholdings in our Company since incorporation to the LPD are as follows:

Promoters and substantial shareholders	As at 13 April 2021 (Date of incorporation)				As at 23 July 2021				As at the LPD			
	Direct		Indirect		Direct		Indirect		Direct		Indirect	
	No. of Shares	% <sup>(a)</sup>	No. of Shares	% <sup>(a)</sup>	No. of Shares	% <sup>(b)</sup>	No. of Shares	% <sup>(b)</sup>	No. of Shares	% <sup>(c)</sup>	No. of Shares	% <sup>(c)*</sup>
UFG <sup>(d)</sup>	-	-	-	-	-	-	-	-	-	-	-	-
Liew Sen Hoi	1,000	50	1,000	50 <sup>(e)</sup>	2,000	50 <sup>(e)</sup>	2,000	50 <sup>(e)</sup>	173,784,000	54.96	142,466,000	45.04 <sup>(f)</sup>
Lim Show Ching	1,000	50	1,000	50 <sup>(e)</sup>	2,000	50 <sup>(e)</sup>	2,000	50 <sup>(e)</sup>	15,792,400	5.00	173,784,000	54.96 <sup>(g)</sup>
Marcus Liew	-	-	-	-	-	-	-	-	31,668,400	10.01	-	-
Ryan Liew	-	-	-	-	-	-	-	-	31,668,400	10.01	-	-
Roy Liew	-	-	-	-	-	-	-	-	31,668,400	10.01	-	-
Ray Liew	-	-	-	-	-	-	-	-	31,668,400	10.01	-	-

#### Notes:

- \* Liew Sen Hoi is the spouse of Lim Show Ching, and Marcus Liew, Ryan Liew, Roy Liew and Ray Liew are their sons. Please see Section 5.7 of this Prospectus for further details of the family relationship between the Promoters, substantial shareholders and Directors.
- (a) Based on our issued share capital of 2,000 Shares as at the date of incorporation.
- (b) Based on our issued share capital of 4,000 Shares after allotment.
- (c) Based on our issued share capital of 316,250,000 Shares after the Acquisition of UFI and UDI, but before our IPO.
- (d) UFG's shareholders and their respective direct shareholdings are as follows: Liew Sen Hoi (55.00%); his spouse Lim Show Ching (5.00%); and their sons Marcus Liew (10.00%), Ryan Liew (10.00%), Roy Liew (10.00%) and Ray Liew (10.00%).
- (e) Deemed interested by virtue of his/her spouse's direct shareholdings in Unique Fire.



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(f) Deemed interested by virtue of his spouse's and his sons' direct shareholdings in Unique Fire.

(g) Deemed interested by virtue of her spouse's direct shareholdings in Unique Fire.

As at the LPD, our Promoters and substantial shareholders have the same voting rights with the other shareholders of our Group and there is no arrangement between Unique Fire and its shareholders with any third parties, the operation of which may at a subsequent date result in a change in control of our Company.

Save as disclosed above, we are not aware of any persons who are able to, directly or indirectly, jointly or severally, exercise control over our Company.

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### 5.1.4 Promoters and substantial shareholders' remuneration and benefits

Save for the aggregate remuneration and benefits paid or proposed to be paid to our Promoters and substantial shareholders for services rendered to our Group in all capacities for the FYE 2021 and FYE 2022 as set out in Section 5.4 of this Prospectus and dividends to our shareholders as set out in Section 11.8 of this Prospectus, there are no other amounts or benefits that have been paid or intended to be paid to our Promoters and substantial shareholders within the two (2) years preceding the date of this Prospectus.

## 5.2 DIRECTORS AND KEY SENIOR MANAGEMENT

### 5.2.1 Directors

Our Board comprises the following members:

<u>Name</u>	<u>Age</u>	<u>Nationality</u>	<u>Date of appointment</u>	<u>Designation</u>	
Selma Enolil Binti Mustapha Khalil (F)	50	Malaysian	8 October 2021	Independent Chairperson	Non-Executive
Liew Sen Hoi (M)	67	Malaysian	13 April 2021	Managing Director	
Marcus Liew (M)	42	Malaysian	8 October 2021	Executive Director	
Ryan Liew (M)	39	Malaysian	8 October 2021	Executive Director	
Ir. Tee Kiam Hong (M)	53	Malaysian	8 October 2021	Independent Director	Non-Executive
Olivia Lim (F)	42	Malaysian	8 October 2021	Independent Director	Non-Executive
Andrea Huang Jia Mei (F)	39	Malaysian	8 October 2021	Independent Director	Non-Executive

#### Notes:

(M) Male.

(F) Female.

None of our Directors represents any corporate shareholder on our Board.

For details on the association of family relationship between our Promoters, Directors and key senior management, please refer to Section 5.7 of this Prospectus.

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### 5.2.2 Profile of Directors

Save for our Managing Director Liew Sen Hoi, and Executive Directors Marcus Liew and Ryan Liew whose profiles have been set out in Section 5.2.1 above, the profiles of our Directors are as follows:

(i) **Selma Enolil Binti Mustapha Khalil**  
*Independent Non-Executive Chairperson*

Selma Enolil Binti Mustapha Khalil, Malaysian, aged 50, is our Independent Non-Executive Chairperson. She was appointed to our Board on 8 October 2021.

She graduated from University of Wales, Aberystwyth with a Bachelor of Laws in 1994. She obtained her Certificate in Legal Practice in 1995 and was called to the Malaysian Bar as an Advocate and Solicitor in 1996. She brings with her 25 years of experience in the legal profession and her key area of practice currently is corporate and commercial law.

In December 1996, she started her career as an Advocate and Solicitor with Messrs Abu Talib Shahrom & Zahari. She left Messrs Abu Talib Shahrom & Zahari in October 1998 to join TNB Repair and Maintenance Sdn Bhd (“**TNB Remaco**”) as a Legal Executive and was involved in legal advisory and contract review. TNB Remaco is a subsidiary of TNB, listed on the Main Market of Bursa Securities. She left TNB Remaco in June 2000 and resumed practicing law as an Advocate and Solicitor with Messrs Raslan Loong in July 2000. She left Messrs Raslan Loong in August 2003 and co-founded Messrs Enolil Loo, Advocates and Solicitors in September 2003, in which she is currently a Partner.

She presently sits on the board of directors of Selangor Dredging Berhad (since December 2018), Techbond Group Berhad (since January 2018) and Powerwell Holdings Berhad (since January 2019) as an independent non-executive director. Both Selangor Dredging Berhad and Techbond Group Berhad are companies listed on the Main Market of Bursa Securities while Powerwell Holdings Berhad is a company listed on the ACE Market of Bursa Securities. She is also a director of Ericson Foundation (since January 2011), a non-profit organization with a focus to create accessible palliative care for the underprivileged through financial and volunteer support. Please see Section 5.2.4 for further details of Selma’s directorships outside of our Group at present and in the past five (5) years preceding the LPD.

(ii) **Ir. Tee Kiam Hong**  
*Independent Non-Executive Director*

Ir. Tee Kiam Hong, Malaysian, aged 53, is our Independent Non-Executive Director. He was appointed to our Board on 8 October 2021.

He obtained his Bachelor of Civil Engineering (Hons) and Competency Certificate in Financial Accounting from University of Malaya in 1993 and 2002, respectively and his Diploma in Project Management from Cambridge Assessment International Education, United Kingdom in 2002. He later attained his Master of Business Administration from Cardiff Metropolitan University, United Kingdom in 2015. He has also been a corporate member of the Institution of Engineers Malaysia since 1998 and a Professional Engineer with Practicing Certificate (Civil) registered with the Board of Engineers Malaysia since 1998. He is also an Affiliate member of The Institute of Corporate Directors Malaysia since 2019.

Upon graduation, in May 1993 he joined L&M Piling Sdn Bhd, a company involved in geotechnical and piling works, as an Executive Engineer responsible for geotechnical and piling design works. L&M Piling Sdn Bhd was then a subsidiary of L&M Corporation Berhad (“**L&M Corporation**”) (now known as Ageson Berhad, a company listed on the Main Market of Bursa Securities). He was later promoted to Project Manager in January 1996 where he was responsible to oversee site planning, execution, monitoring and handover of project sites to clients upon completion, and assigned to another L&M Corporation subsidiary, L&M Geotechnic Sdn Bhd. Within L&M Geotechnic Sdn Bhd, he held the positions of Technical and Planning Manager in December 1998 where he was responsible for project management, troubleshooting, liaising with project consultants and making decisions in relation to design

## 5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

and technical elements on site, and Deputy Construction Manager in September 1999 where he was involved in the construction of Port of Tanjung Pelepas, Johor Bahru. He was subsequently transferred to the parent company, L&M Corporation and promoted as Senior Manager in May 2001, where he was involved in implementation of the company's corporate and debt restructuring scheme. He left L&M Corporation in December 2001.

In August 2001, while he was with L&M Corporation, he also took up the position of owner's representative at Totalap Sdn Bhd, a company involved in property development and turnkey construction. In January 2004, he was redesignated by Totalap Sdn Bhd as a Project Manager and later promoted as a Project Director in January 2015 and was primarily responsible for project investment appraisals, managements and implementations. In March 2018, he left Totalap Sdn Bhd. During the four (4) months transition period between August 2001 to December 2001 when he held positions both in L&M Corporation and Totalap Sdn Bhd, the consent of his employer L&M Corporation had been obtained to take up the position in Totalap Sdn Bhd. In carrying out both roles, his assignments did not involve any transactions between L&M Corporation and Totalap Sdn Bhd and as such did not give rise to any conflict of interests.

Subsequently in May 2018, he joined Archi Casaka Design Sdn Bhd ("**Archi Casaka Design**") as a shareholder and also assumed the position of Chief Strategy Officer/General Manager, a position he holds till present. Archi Casaka Design is principally involved in the business of aluminium, glass and steel works such as building envelope products and solutions specialising in unitised curtain wall systems. He is primarily responsible for overseeing Archi Casaka Design's corporate strategy, investment decision, financial position, business profitability, formulating business plans and growth strategies as well as implementing internal control measures and policies until present.

Please see Section 5.2.4 for further details of Ir. Tee's involvement in principal business activities, and directorships outside of our Group at present and in the past five (5) years preceding the LPD.

### (iii) **Olivia Lim** *Independent Non-Executive Director*

Olivia Lim, Malaysian, aged 42, is our Independent Non-Executive Director. She was appointed to our Board on 8 October 2021.

Olivia Lim graduated in 2003 from Universiti Kebangsaan Malaysia with a Bachelor of Laws (Honours). Subsequently, she was called to the Malaysian Bar in February 2004. She brings with her 17 years of experience in the legal profession.

She started her career when she joined Messrs. Zul Rafique & Partners in March 2004 as a Legal Assistant before joining Messrs. Ben & Partners as a Legal Assistant in March 2008. Subsequently, she was made a Partner of the firm in January 2012. In September 2015, she left Messrs. Ben & Partners and set up her own legal firm, Messrs. Olivia Lim & Co in October 2015. She has held the position of Managing Partner of the firm since then and has been principally involved in the legal aspects of corporate finance, capital and equity markets and corporate advisory matters.

Throughout her working experience, she has been involved in, among others, various legal due diligence exercises on companies undertaking initial public offerings in Malaysia, Shenzhen Stock Exchange, and Hong Kong Exchanges and Clearing Limited as well as legal advisory services related to capital and equity raising exercises and takeovers.

Olivia also sits on the board of directors of Samaiden Group Berhad (since December 2019), a company listed on the ACE Market of Bursa Securities, as an independent non-executive director. She is also an independent non-executive director of Infoline Tec Group Berhad

**5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)**

(since November 2021), a non-listed public company seeking listing on the ACE Market of Bursa Securities as at [the date of this Prospectus].

Please see Section 5.2.4 for further details of Olivia's involvement in principal business activities, and directorships outside of our Group at present and in the past five (5) years preceding the LPD.

**(iv) Andrea Huong Jia Mei**  
*Independent Non-Executive Director*

Andrea Huong Jia Mei, Malaysian, aged 39, is our Independent Non-Executive Director. She was appointed to our Board on 8 October 2021.

She completed her Diploma in Commerce (Financial Accounting) in 2003 and obtained an Advanced Diploma in Commerce (Financial Accounting) in 2005 from Tunku Abdul Rahman College, Malaysia (now known as Tunku Abdul Rahman University College). She became a member of the Association of Chartered Certified Accountants ("**ACCA**"), United Kingdom in 2011. She has been a Chartered Accountant of the Malaysian Institute of Accountants since 2018.

She started her career as an Audit Assistant with Sha, Tan & Co in October 2005, and was promoted to Audit Semi-Senior in January 2007. She was subsequently promoted and held the post of Audit Senior between January 2008 and July 2011, where she was responsible for audit assignments of private and public listed companies. Between July 2011 to September 2014, she was on a career break. In September 2014, she was appointed as a director of T & S Secretarial Services Sdn Bhd and held this directorship until March 2021. T & S Secretarial Services Sdn Bhd is involved in the provision of secretarial and management services.

She is currently a director of T&S Boardroom Sdn Bhd (since July 2020), a company which provides secretarial support services. She is also a director of several private limited companies providing secretarial, tax, accounting and consultancy services, as disclosed in Section 5.2.4 of this Prospectus. Andrea is also currently an independent non-executive director of Siab Holdings Berhad (since June 2021), a company listed on the ACE Market of Bursa Securities, Ecoscience International Berhad (since August 2021) and Yew Lee Pacific Group Berhad (since August 2021), respectively, which are non-listed public companies as at the LPD. Both Ecoscience International Berhad and Yew Lee Pacific Group Berhad are currently seeking listing on the ACE Market of Bursa Securities. Please see Section 5.2.4 for further details of Andrea's involvement in principal business activities, and directorships outside of our Group at present and in the past five (5) years preceding the LPD.

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**5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)**

**5.2.3 Directors' shareholdings**

The direct and indirect shareholdings of our Directors as at the LPD and after our IPO are as follows:

Directors	Before our IPO / As at the LPD				After our IPO and Share Transfer to UFG <sup>(c)</sup>			
	Direct		Indirect		Direct		Indirect	
	No. of Shares	% <sup>(a)</sup>	No. of Shares	% <sup>(a)*</sup>	No. of Shares	% <sup>(b)</sup>	No. of Shares	% <sup>(b)*</sup>
Selma Enolil Binti Mustapha Khalil	-	-	-	-	250,000	0.06	-	-
Liew Sen Hoi	173,784,000	54.96	142,466,000	45.04 <sup>(d)</sup>	18,208,408	4.56	268,041,592	67.00 <sup>(e)</sup>
Marcus Liew	31,668,400	10.01	-	-	4,010,398	1.00	-	-
Ryan Liew	31,668,400	10.01	-	-	4,010,398	1.00	-	-
Ir. Tee Kiam Hong	-	-	-	-	250,000	0.06	-	-
Olivia Lim	-	-	-	-	250,000	0.06	-	-
Andrea Huong Jia Mei	-	-	-	-	250,000	0.06	-	-

**Notes:**

\* Liew Sen Hoi is the spouse of Lim Show Ching, and Marcus Liew, Ryan Liew, Roy Liew and Ray Liew are their sons. Please see Section 5.7 of this Prospectus for further details of the family relationship between the Promoters, substantial shareholders and Directors.

(a) Based on our issued share capital of 316,250,000 Shares after the Acquisition of UFI and UDI but before our IPO.

(b) Based on our enlarged issued share capital of 400,000,000 Shares after our IPO.

(c) Assuming our Directors will fully subscribe for their respective allocation under the Pink Form Allocation.

(d) Deemed interested by virtue of his spouse's and his sons' direct shareholdings in Unique Fire.

(e) Deemed interested by virtue of his sons' direct shareholdings in Unique Fire, as well as Section 8(4) of the Act through his shareholding of more than 20% in UFG. See Note (f) below for further details.

(f) UFG's shareholders and their respective direct shareholdings are as follows: Liew Sen Hoi (55.00%); his spouse Lim Show Ching (5.00%); and their sons Marcus Liew (10.00%), Ryan Liew (10.00%), Roy Liew (10.00%) and Ray Liew (10.00%).

**5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)**

**5.2.4 Principal business activities and directorships in other corporations outside of our Group for the past five (5) years**

Save as disclosed below, none of our Directors have any principal business activities and directorships in any other corporations outside of our Group, at the present and in the past five (5) years preceding the LPD:

**(i) Selma Enolil Binti Mustapha Khalil**

<b>Company</b>	<b>Position held</b>	<b>Date appointed as Director</b>	<b>Date resigned as Director</b>	<b>Direct and indirect equity interest (%)</b>	<b>Principal activities</b>
<b><u>Present Directorships</u></b>					
Ericson Foundation	Director	27 January 2011	N/A	Nil	To receive and administer funds for public charitable purposes, to foster develop and improve education of all kinds, to assist and aid in relieve the sickness and suffering of people with life limiting conditions and their families and carers.
Techbond Group Berhad <sup>(1)</sup>	Independent Non-Executive Director / Shareholder	2 January 2018	N/A	Direct: 0.04	Investment holding of companies involved in the development, manufacture and trading of industrial adhesives and sealants, providing supporting products and services, and management services
Powerwell Holdings Berhad <sup>(2)</sup>	Independent Non-Executive Director / Shareholder	7 January 2019	N/A	Direct: 0.02	Investment holding of companies involved in the design, manufacturing and trading of electricity distribution products comprising low voltage switchboards, medium voltage switchgears and related products.

**5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)**

<b>Company</b>	<b>Position held</b>	<b>Date appointed as Director</b>	<b>Date resigned as Director</b>	<b>Direct and indirect equity interest (%)</b>	<b>Principal activities</b>
Selangor Dredging Berhad <sup>(1)</sup>	Independent Non-Executive Director	31 December 2018	N/A	Nil	Provision of management services, investment holding of companies involved in among others property support services, property management services, trading and installation of energy efficient products, property development, investment in property, property development; and property leasing

**Past Directorships**

LKL International Berhad <sup>(2)</sup>	Independent Non-Executive Director / Shareholder	23 July 2015	13 October 2020	Nil	Investment holding of companies involved in provision of medical/healthcare beds, peripheral and accessories, trading in hospital furniture, laboratory furniture, medical equipment, medical peripherals and accessories, providing management and advisory services, distribution of pharmaceutical products.
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**Notes:**

- (1) A company listed on the Main Market of Bursa Securities.
- (2) A company listed on the ACE Market of Bursa Securities.

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**5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)**

**(ii) Liew Sen Hoi**

<u>Company</u>	<u>Position held</u>	<u>Date appointed as Director</u>	<u>Date resigned as Director</u>	<u>Direct and indirect equity interest (%)</u>	<u>Principal activities</u>
<b><u>Past Directorships</u></b>					
Fiex Engineering Sdn Bhd	Director	29 June 2003	11 September 2020	Nil	Fire protection engineering work contractor.
Unique Fire Manufacturing Sdn Bhd	Director	7 March 2007	N/A	Nil	Struck off. <sup>(1)</sup>

**Note:**

- (1) Unique Fire Manufacturing Sdn Bhd had not been carrying on business since 1 January 2016 and the directors and shareholders of the company as such had resolved to strike off the company as the company has no intention to carry on its business in the future. Prior to being dormant, the company was involved in the manufacture of firefighting equipment and related products. The dissolution of the company took effect on 10 January 2022 with the publication of the striking off in the gazettes.

**(iii) Marcus Liew**

<u>Company</u>	<u>Position held</u>	<u>Date appointed as Director</u>	<u>Date resigned as Director</u>	<u>Direct and indirect equity interest (%)</u>	<u>Principal activities</u>
<b><u>Other business involvement outside our Group</u></b>					
Sutera Avenue Hotel Management Sdn Bhd	Shareholder	N/A	N/A	Direct: 10	Hotel management, investment holding (in property) and cleaning services.
Unique Fire Manufacturing Sdn Bhd	Director	7 March 2007	N/A	Direct: 20	Struck off. <sup>(1)</sup>

**Note:**

- (1) Unique Fire Manufacturing Sdn Bhd had not been carrying on business since 1 January 2016 and the directors and shareholders of the company as such had resolved to strike off the company as the company has no intention to carry on its business in the future. Prior to being dormant, the company was involved in the manufacture of firefighting equipment and related products. The dissolution of the company took effect on 10 January 2022 with the publication of the striking off of the gazettes.

**5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)**

(iv) Ryan Liew

<u>Company</u>	<u>Position held</u>	<u>Date appointed as Director</u>	<u>Date resigned as Director</u>	<u>Direct and indirect equity interest (%)</u>	<u>Principal activities</u>
<b><u>Present Directorships</u></b>					
Beyond Prestige Realty Sdn Bhd	Director / Shareholder	24 April 2018	N/A	Direct: 20	Real estate activities with own or leased property, growing of oil palm (smallholdings), and buying, selling, renting and operating of self-owned or leased real estate – non-residential buildings.
Infinity Wealth Realty Sdn Bhd	Director / Shareholder	23 April 2018	N/A	Direct: 20	Real estate activities with own or leased property, growing of oil palm (smallholdings), and buying, selling, renting and operating of self-owned or leased real estate – non-residential buildings.
Integrated Brilliant Realty Sdn Bhd	Director / Shareholder	24 April 2018	N/A	Direct: 20	Real estate activities with own or leased property, growing of oil palm (smallholdings), and buying, selling, renting and operating of self-owned or leased real estate – non-residential buildings.
<b><u>Past Directorships</u></b>					
Cfyre Protection Sdn Bhd	Director	5 April 2019	24 March 2021	Nil	To carry on the business of firefighting and prevention and general engineering works, servicing, repairing, installing and maintaining of machinery goods, engineering and industrial equipment and supplies.

**5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)**

<u>Company</u>	<u>Position held</u>	<u>Date appointed as Director</u>	<u>Date resigned as Director</u>	<u>Direct and indirect equity interest (%)</u>	<u>Principal activities</u>
<b><u>Other business involvement outside our Group</u></b>					
Luminari Property Berhad	Shareholder	N/A	N/A	Direct: 0.13 (preference shares)	Investment holding (in property) and management of private retreat villas.
SLMR Venture PLT	Partner	28 September 2021 (Date appointed as Partner)	N/A	N/A	Growing of oil palm (small holdings), real estate activities with own or leased property.

**(v) Ir. Tee Kiam Hong**

<u>Company</u>	<u>Position held</u>	<u>Date appointed as Director</u>	<u>Date resigned as Director</u>	<u>Direct and indirect equity interest (%)</u>	<u>Principal activities</u>
<b><u>Previous Directorships</u></b>					
Archi Casaka Group Sdn Bhd	Director	12 June 2018	10 October 2019	Nil	Dormant. <sup>(1)</sup>
<b><u>Other business involvement outside our Group</u></b>					
Archi Casaka Design Sdn Bhd	Shareholder	N/A	N/A	Direct: 7.56	Engaged as contractor for aluminium, glass and steel works.

**Note:**

- (1) Archi Casaka Group Sdn Bhd has remained dormant since its incorporation on 27 March 2018 and there is no immediate plan for this company currently. The company's intended principal activity was investment holding activities.

**5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)**

(vi) **Olivia Lim**

<u>Company</u>	<u>Position held</u>	<u>Date appointed as Director</u>	<u>Date resigned as Director</u>	<u>Direct and indirect equity interest (%)</u>	<u>Principal activities</u>
<b><u>Present Directorships</u></b>					
Etika Samudra Sdn Bhd	Director / Shareholder	1 October 2012	N/A	Direct: 24.98 Indirect: 75.02 <sup>(2)</sup>	Trading and information technology services.
Samaiden Group Berhad <sup>(1)</sup>	Independent Non-Executive Director	16 December 2019	N/A	Nil	Investment holding with subsidiary companies, principally involved in engineering, procurement, construction, and commissioning of solar photovoltaic systems and power plants, provision of renewable energy and environmental consulting services, and operations and maintenance services.
Infoline Tec Group Berhad <sup>(3)</sup>	Independent Non-Executive Director	1 November 2021	N/A	Nil	Investment holding company while its subsidiaries are principally involved in providing IT infrastructure solutions, cybersecurity solutions, managed IT and other IT services, and trading of ancillary hardware and software.

**Notes:**

- (1) A company listed on the ACE Market of Bursa Securities.
- (2) Deemed interested by virtue of her spouse's direct shareholdings in the company.
- (3) A non-listed public company seeking listing on the ACE Market of Bursa Securities as at the [date of the Prospectus].

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**5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)**

(vii) **Andrea Huong Jia Mei**

<b>Company</b>	<b>Position held</b>	<b>Date appointed as Director</b>	<b>Date resigned as Director</b>	<b>Direct and indirect equity interest (%)</b>	<b>Principal activities</b>
<b><u>Present Directorships</u></b>					
T&S Advisors Sdn Bhd	Director / Shareholder	18 September 2014	N/A	Direct: 35 Indirect: 65 <sup>(1)</sup>	Provision of advisory, consultancy and marketing services in insolvencies, mergers and acquisition, corporate recovery, corporate restructuring, initial public offering, secretarial work and tax planning.
KK Sha Consulting Sdn Bhd	Director / Shareholder	24 October 2014	N/A	Direct: 50 Indirect: 50 <sup>(1)</sup>	Provision of goods and services tax, accountancy and corporate management services.
Sha Tax Services Sdn Bhd	Director	10 June 2018	N/A	Indirect: 90 <sup>(1)</sup>	Provision of taxation, accounting, and corporate management services.
AK Bizz Platform Sdn Bhd	Director / Shareholder	9 March 2020	N/A	Direct: 50	Provision of business management consultancy services, accounting, bookkeeping and auditing activities and tax consultancy.
T&S Boardroom Sdn Bhd	Director / Shareholder	30 July 2020	N/A	Direct: 100	Provision of secretarial support services.
Siab Holdings Berhad <sup>(3)</sup>	Director	24 June 2021	N/A	Nil	Investment holding, while its subsidiaries are principally involved in the provision of building construction services and other complementary services such as information and communications technology solutions and services.

**5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)**

<b>Company</b>	<b>Position held</b>	<b>Date appointed as Director</b>	<b>Date resigned as Director</b>	<b>Direct and indirect equity interest (%)</b>	<b>Principal activities</b>
Ecoscience International Berhad <sup>(2)</sup>	Director	2 August 2021	N/A	Nil	Activities of holding companies while its subsidiaries are principally involved in construction of plants and facilities, fabrication of equipment, supply of materials and equipment, fabrication and supply of energy and environmental related equipment, supply of spare parts and construction materials and provision of maintenance services.
Yew Lee Pacific Group Berhad <sup>(2)</sup>	Director	6 August 2021	N/A	Nil	Investment holding company while its subsidiaries are principally involved in manufacturing of industrial brushes and trading of industrial hardware and machinery parts.
T&S Governance Sdn Bhd	Director/ Shareholder	5 October 2021	N/A	Direct: 100	Provision of advisory on internal audit.
<b><u>Past Directorships</u></b>					
T & S Secretarial Services Sdn Bhd	Director	3 September 2014	12 March 2021	Nil	Provision of secretarial and management services.

**Notes:**

- (1) Deemed interested by virtue of her spouse's direct shareholdings in the company.
- (2) A non-listed public company seeking listing on the ACE Market of Bursa Securities as at the [LPD].
- (3) A company listed on the ACE Market of Bursa Securities.

## 5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

### 5.2.5 Involvement of our Executive Directors in other businesses or corporations

Save as disclosed in Section 5.2.4 of this Prospectus, our Executive Directors are not involved in other businesses or corporations. Their involvement in other businesses or corporations is not expected to affect the operations of our Group as their involvement in the companies set out above are minimal as these companies are either investment holding of shares or property or inactive. In addition, save for Unique Fire Manufacturing Sdn Bhd which is in the process of striking off as at the LPD, they do not hold executive positions in the companies or the limited liability partnership set out above. The day-to-day management and operations of these businesses or corporations are managed by their own independent management teams. Their present involvement in the businesses or corporations set out in Section 5.2.4 of this Prospectus does not give rise to any conflict or potential conflict of interest with our business. Hence, our Board is of the view that this would not affect their contribution and performance in our Group.

### 5.2.6 KEY SENIOR MANAGEMENT

Our key senior management comprises the following:

Name	Age	Nationality	Date of appointment to current position	Designation
Roy Liew (M)	36	Malaysian	1 August 2021 <sup>(1)</sup>	Operation Director
Ray Liew (M)	33	Malaysian	1 August 2021 <sup>(2)</sup>	Creative Director
Cheow Zi Ying (F)	39	Malaysian	1 September 2021 <sup>(3)</sup>	Chief Financial Officer
Tan Hoay Ling (F)	40	Malaysian	1 July 2014 <sup>(4)</sup>	Supply Chain Manager
Mohamad Azmir Bin Ramli (M)	46	Malaysian	1 September 2021 <sup>(5)</sup>	Quality Assurance and Control Manager

#### Notes:

(M) Male.

(F) Female.

(1) Roy Liew first joined our Group on 15 November 2007 as a Business Development Manager of UFI.

(2) Ray Liew first joined our Group on 1 September 2011 as a Creative Designer of UFI.

(3) Cheow Zi Ying first joined our Group on 5 February 2018 as an Accounts Manager of UFI.

(4) Tan Hoay Ling first joined our Group on 1 July 2014 as a Supply Chain Manager of UFI.

(5) Mohamad Azmir Bin Ramli first joined our Group in 1 September 2010 as Quality Assurance and Control Senior Officer of UFI.

**5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)**

**5.2.7 Key senior management's shareholdings**

The direct and indirect shareholdings of our key senior management in our Company as at the LPD and after our IPO are as follows:

Key senior management	Before our IPO / As at the LPD				After our IPO and Share Transfer to UFG <sup>(b)</sup>			
	Direct		Indirect		Direct		Indirect	
	No. of Shares	% <sup>(a)</sup>	No. of Shares	% <sup>(a)</sup>	No. of Shares	% <sup>(c)</sup>	No. of Shares	% <sup>(c)</sup>
Roy Liew	31,668,400	10.01	-	-	4,010,398	1.00	-	-
Ray Liew	31,668,400	10.01	-	-	4,010,398	1.00	-	-
Cheow Zi Ying	-	-	-	-	120,000	0.03	-	-
Tan Hoay Ling	-	-	-	-	120,000	0.03	-	-
Mohamad Azmir Bin Ramli	-	-	-	-	120,000	0.03	-	-

**Notes:**

- (a) Based on our issued share capital of 316,250,000 Shares after the Acquisition of UFI and UDI but before our IPO.
- (b) Assuming that all the Pink Form Allocation is fully subscribed.
- (c) Based on our enlarged issued share capital of 400,000,000 Shares after our IPO.



## 5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

### 5.2.8 Profile of key senior management

Save for Roy Liew and Ray Liew whose profiles are set out in Sections 5.1.2(vi) and (vii) of this Prospectus, the profiles of the key senior management of our Group are as follows:

(i) **Cheow Zi Ying**  
*Chief Financial Officer*

Cheow Zi Ying, Malaysian, aged 39, is our Chief Financial Officer.

She obtained a Bachelor of Business (Accounting / Finance) from Charles Sturt University, Australia in 2004. She was certified as a Certified Practising Accountant by CPA Australia in 2008. She was admitted as a Chartered Accountant of Malaysian Institute of Accountants in 2020.

Her career started in December 2004 when she joined Deloitte KassimChan (now known as Deloitte PLT) as a Staff Assistant with the Audit Division. In August 2006, she left Deloitte KassimChan and joined APL-NOL (M) Sdn Bhd in September 2006 as a Senior Analyst - General Ledger where she handled finance and tax related matters for the company. She left a year later and joined F&N (M) Sdn Bhd in September 2007 as an Accounts Executive (Shared Service Centre Finance) and was promoted to the position of Accountant (Shared Service Centre Finance) in April 2010 where she was responsible for finance and accounting related functions including among others analysing and preparing periodical reports and statutory accounts, liaising with external auditors of the company, as well as overseeing and coordinating tax related submissions. From July 2011 to December 2017, she held the positions of Legal Entity Accountant and subsequently Country Field Finance Accountant in Air Products Shared Services Sdn Bhd where her responsibilities included maintaining accounting records, preparation of local Generally Accepted Accounting Principles (GAAP) statutory reporting and financial statements, liaising with tax consultants on tax related matters and submissions.

She joined UFI as an Accounts Manager in February 2018 and is responsible for managing our Group's finance and accounting functions, including preparing and ensuring compliance of UFI and UDI's accounts with applicable accounting standards, preparing financial forecasts, maintaining accounting control functions and overall management of UFI and UDI's tax related matters. She was redesignated as our Chief Financial Officer on 1 September 2021 and continues to oversee the accounts division and financial management, including managing budgeting, reporting, treasury and tax matters.

(ii) **Tan Hoay Ling**  
*Supply Chain Manager*

Tan Hoay Ling, Malaysian, aged 40, is our Supply Chain Manager.

She obtained a Bachelor of Science (BioIndustry) from University Putra Malaysia in 2005.

After her graduation, she began her career with Top Glove Sdn Bhd as a Manager – Packing & Warehouse in May 2005, where her responsibilities included conducting capacity analysis, participating in production planning and inventory management. She assisted the company in identifying operational issues and efficiencies, and formulating centralised order planning to increase production efficiency. She also supervised and coached warehouse personnel.

She left Top Glove Sdn Bhd in May 2014 to join UFI in July 2014 as our Supply Chain Manager and is in charge of our warehouse and inventory management, overseeing our purchasing and planning our production, distribution, participating in negotiations with our suppliers, as well as analysing order trends and sales forecasts.

**5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)**

**(iii) Mohamad Azmir Bin Ramli**  
*Quality Assurance and Control Manager*

Mohamad Azmir Bin Ramli, Malaysian, aged 46, is our Quality Assurance and Control Manager. His responsibilities include monitoring QC activities, product certifications and the manufacturing process.

He obtained an Executive Diploma in Manufacturing Management from University Utara Malaysia in 2012.

He began his career with Hicom Yamaha Sdn Bhd as a Assembly Operator in December 1992, where he was part of the assembly line for motorcycle engines. He left Hicom Yamaha Sdn Bhd in February 1993 and subsequently in April 1993, he joined Lion Seating Sdn Bhd, a furniture manufacturing company, as an Assistant CNC (computer numerical control) Programmer Machine Operator where he was responsible for arranging materials for production planning, preparing numerical control programmes for CNC machine programming for turret punch machines, and verifying conformity of finished products to design specifications. He left Lion Seating Sdn Bhd in August 1995 to join Steel Recon Industries Sdn Bhd ("SRI") as a Senior Executive, Quality Assurance where he was involved in overseeing QC processes of fire protection products (including fire extinguishers, fire hose reels, cabinets), research and development of products, preparation of technical drawings for products and parts, liaising with internal and external auditors for product certification and testing, as well as liaising with suppliers on product quality.

After he left SRI in March, 2010, he took up the position of Quality Assurance and Control Senior Officer of UFI in September 2010. In February 2017, he was promoted to the position of Assistant Quality Assurance Manager of UFI. He was redesignated as our Quality Assurance and Control Manager in September 2021. He is in charge of overseeing our QC activities including inspection of records, product testing, calibration and equipment testing, as well as monitoring the production to ensure the process is in accordance with applicable quality standards. He is also responsible for coordinating product certifications, product quality improvement, investigating into defective products as well as customer complaints and following up on necessary corrective actions.

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**5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)**

**5.2.9 Involvement of our key senior management in other businesses / corporations**

Save as disclosed below, none of our key senior management has any principal business activities outside our Group as at the LPD, nor do they have directorships outside of our Group, at the present and in the past five (5) years preceding the LPD:

**(i) Cheow Zi Ying**

<b>Company</b>	<b>Position held</b>	<b>Date appointed as Director</b>	<b>Date resigned as Director</b>	<b>Direct and indirect equity interest (%)</b>	<b>Principal activities</b>
JSolid (M) Sdn Bhd	Director / Shareholder	19 September 2014	N/A	Direct: 20	Engaged in trading of lighting systems and electrical equipment and also providing mechanical and electrical engineering services.

The involvement of our key senior management set out above in other business activities outside our Group will not affect their contributions to our Group and would not be expected to affect the operations of our Group. In addition, their present involvement in the businesses or corporations set out above does not give rise to any conflict or potential conflict of interest with our business. Our Chief Financial Officer Cheow Zi Ying does not hold any executive position in JSolid (M) Sdn Bhd and is not involved in its day-to-day management and operations as it has its own independent management team.

**5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)**

**5.3 BOARD PRACTICES**

**5.3.1 Directorship**

As at the LPD, the details of the date of expiration of the current term of office for each of the Directors and the period for which the Directors have served in that office are as follows:

<b>Name</b>	<b>Designation</b>	<b>Date of expiration of the current term of office<sup>(1)</sup></b>	<b>Approximately no. of years and months in office</b>
Selma Enolil Binti Mustapha Khalil	Independent Non-Executive Chairperson	Subject to retirement by rotation at our first AGM	Less than one month
Liew Sen Hoi	Managing Director	Subject to retirement by rotation at our first AGM	Less than one month
Marcus Liew	Executive Director	Subject to retirement by rotation at our first AGM	Less than one month
Ryan Liew	Executive Director	Subject to retirement by rotation at our first AGM	Less than one month
Ir. Tee Kiam Hong	Independent Non-Executive Director	Subject to retirement by rotation at our first AGM	Less than one month
Olivia Lim	Independent Non-Executive Director	Subject to retirement by rotation at our first AGM	Less than one month
Andrea Huong Jia Mei	Independent Non-Executive Director	Subject to retirement by rotation at our first AGM	Less than one month

**Note:**

(1) In accordance with our Constitution, an election of Directors shall take place each year at the AGM of our Company where one-third (1/3) of the Directors for the time being, or, if their number is not three (3) or a multiple of three (3), then the number nearest to one-third (1/3) shall retire from office and be eligible for re-election PROVIDED ALWAYS that all Directors shall retire from office once at least in each three (3) years and shall be eligible for re-election. A retiring Director shall retain office until the close of the meeting at which he retires.

Our Board acknowledges and takes cognisance of the Malaysian Code on Corporate Governance (“MCCG”) which contains best practices and guidance for listed companies to improve upon or to enhance their corporate governance as it forms an integral part of their business operations and culture. Our Board believes that our current Board composition provides an appropriate balance in terms of skills, knowledge and experience to promote the interest of all shareholders and to govern our Group effectively. Our Company has adopted the recommendations under the MCCG to have a Board comprising a majority of Independent Non-Executive Directors, that our chairperson of the Board should not be a member of our Audit and Risk Management Committee, Nomination Committee or Remuneration Committee, and to have at least 30% women directors on our Board.

## 5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

### 5.3.2 Audit and Risk Management Committee

Our Audit and Risk Management Committee was established on 5 November 2021 and its members are appointed by our Board. Our Audit and Risk Management Committee comprises the following members:

Name	Designation	Directorship
Andrea Huong Jia Mei	Chairperson	Independent Non-Executive Director
Ir. Tee Kiam Hong	Member	Independent Non-Executive Director
Olivia Lim	Member	Independent Non-Executive Director

The main function of our Audit and Risk Management Committee is to assist our Board in fulfilling its oversight responsibilities relating to accounting and reporting practices as well as risk management policies and strategies and sustainability initiatives of our Group. Our Audit and Risk Management Committee has full access to both internal and external auditors who in turn have access at all times to the chairperson of our Audit and Risk Management Committee.

The key duties and responsibilities of our Audit and Risk Management Committee include, amongst others, the following:

- (a) to review the engagement, compensation, performance, qualification and independence of the external auditors, its conduct of the annual statutory audit of the financial statements, and the engagement of external auditors for all other services;
- (b) to assess the suitability, objectivity and independence of the external auditors, including obtaining written assurance from the external auditors confirming that they are, and have been, independent throughout the conduct of the audit engagement in accordance with the terms of all relevant professional and regulatory requirements;
- (c) to establish, review and approve a policy on non-audit services which may be rendered by the external auditors and/or their affiliates, including the conditions and procedures which must be adhered to by the external auditors and/or their affiliates in the provision of such services;
- (d) to approve the non-audit services provided by the external auditors and/or their affiliates;
- (e) to review and recommend the quarterly and annual financial statements for approval by our Board before announcement to regulatory bodies, focusing particularly on:
  - any changes in or implementation of major accounting policies and practices;
  - significant matters highlighted, including financial reporting issues, significant judgements made by management, significant and unusual events or transactions, and how these matters are addressed;
  - going concern assumption; and
  - compliance with accounting standards and other regulatory or legal requirements;
- (f) to discuss problems and reservations arising from the interim and final audits, and any matter the external auditors may wish to discuss (in the absence of management, where necessary);
- (g) to review and monitor any related party transaction/business dealings entered into by our Company and our Group and any conflict of interest situation that may arise within our Company and our Group, including any transaction, procedure or course of conduct that raises the questions of management integrity;

**5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)**

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- (h) to oversee and recommend the risk management and internal control framework of our Group;
- (i) to review and recommend changes as needed to ensure that our Group has in place at all times a risk management policy which address the strategies, operational, financial and compliance risk;
- (j) to implement and maintain a sound risk management framework which identifies, assesses, manages and monitors our Group's business risks;
- (k) to reporting guidelines for our Management to report to the committee on the effectiveness of our Group's management of its business risks;
- (l) to review the risk profile of our Group and to evaluate the measure taken to mitigate the business risks;
- (m) to review the adequacy of our Management's response to issues identified to risk registers, ensuring that the risks are managed within our Group's risk appetite;
- (n) to perform the oversight function over the administration of whistleblowing policy that is approved and adopted by our Board and to protect the values of transparency, integrity, impartiality and accountability where our Group conducts its business and affairs;
- (o) to enhance its accountability in preserving its integrity and to withstand public scrutiny which in turn enhances and builds our Group's credibility to all the stakeholders;
- (p) to consider the major findings of internal investigations and our Management's response;
- (q) to do the following, in relation to the internal audit function:
  - consider and approve the appointment of the internal auditors, the internal audit fee and any question of resignation or dismissal;
  - review the adequacy of the scope, competency and resources of the internal audit function, and that it has the necessary authority to carry out its work;
  - review the internal audit plan and results of the internal audit assessments and investigation undertaken, and ensure that appropriate action is taken on the recommendations of the internal auditors;
  - consider the internal audit reports and findings by the internal auditors, fraud investigations and actions and steps taken by our management in response to audit findings;
  - review and decide on the budget allocated to the internal audit function;
  - appraise or assess the performance of members of the internal audit function; and
  - monitor the overall performance of our Company's internal audit function;
- (r) to do the following, in relation to the risk management:
  - monitor and ensure risk management processes are integrated into all core business processes;
  - periodically review risk management infrastructure and risk management policies adopted by our Group, if any;

**5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)**

- update our Board on risk management activities and make the necessary recommendations to our Board on risk management and internal controls, as needed; and
  - assist our Board in disclosing risk management and internal control matters under the Statement on Risk Management and Internal Control for inclusion in our Company's Annual Report;
- (s) to do the following, in relation to the sustainability:
- to review the implementation of our Group's sustainability-related strategies and initiatives;
  - to monitor the establishment and maintenance of a process, including controls, policies and procedures, for the systematic identification, assessment, prioritisation, management, monitoring and reporting of our Group's material economic, environmental and social risks and opportunities; and
  - to assist our Board pertaining to disclosures in the Sustainability Statement for inclusion in our Company's Annual Report;
- (t) to verify the allocation of Employees' Share Option Scheme ("**ESOS**") in compliance with the criteria as stipulated in the by-laws of ESOS of our Company, if any; and
- (u) to perform such other functions as may be requested by our Board.

The recommendations of our Audit and Risk Management Committee are subject to the approval of our Board.

**5.3.3 Nomination Committee**

Our Nomination Committee was established on 5 November 2021 and its members are appointed by our Board. Our Nomination Committee comprises the following members:

<b>Name</b>	<b>Designation</b>	<b>Directorship</b>
Olivia Lim	Chairperson	Independent Non-Executive Director
Ir. Tee Kiam Hong	Member	Independent Non-Executive Director
Andrea Huong Jia Mei	Member	Independent Non-Executive Director

The main function of our Nomination Committee is to assist our Board in fulfilling its responsibility in nominating new nominees to our Board and Board Committees and ensure their compositions meet the needs of our Company, and to lead the succession planning of our Board members and assess the performance of our Board and individual Directors of our Company on an on-going basis.

The duties and responsibilities of our Nomination Committee include, amongst others, the following:

- (a) to formulate and review the policy on Board composition having regard to the mix of skills, independence and diversity (including gender diversity) required to meet the needs of our Company;

**5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)**

- (b) to source, identify, review and recommend candidates for appointment to our Board and Board Committees, which is led by the Chairperson of our Nomination Committee, taking into consideration the optimum and effective size of our Board and the candidates:
- character, competency, knowledge and experience;
  - professionalism;
  - integrity and credibility;
  - time commitment, particularly his number of other directorships; and
  - in the case of the candidates for the position of Independent Non-Executive Directors, the Nomination Committee would also evaluate the candidates' ability to discharge such responsibilities or functions as expected from Independent Non-Executive Directors.
- (c) to recommend the re-election of Directors who are due to retire in accordance with our Company's Constitution;
- (d) to assess the independence of each of the Independent Directors annually to ensure he/she is continually fit and still can maintain independence in order to assume their role as Independent Director of our Company;
- (e) to assess on an annual basis, appointment and re-appointment of Independent Directors. The tenure of an Independent Director should not exceed cumulative term of nine (9) years. After a cumulative term of nine (9) years, an Independent Director may continue to serve on our Board as a Non-Independent Director. However, if our Board intends to retain an Independent Director beyond nine (9) years, it should provide justification and seek shareholders' approval annually through a two-tier voting process;
- (f) to consider, in making its recommendations, candidates for directorships and, within the bounds of practicability, by any other senior executive or any Director or Major Shareholder and to take steps to ensure that gender, ethnicity and age group diversity are considered as part of its recruitment exercise;
- (g) to establish and review the performance criteria to evaluate the performance of our Board, Board Committees and each individual Director;
- (h) to recommend to our Board the nominees to fill the seats on Board Committees;
- (i) to assess the effectiveness of our Board and Board Committees as a whole and each individual Director of our Board. The evaluation of our Board includes a review of the Board's performance in addressing our Group's material sustainability risk and opportunities. All assessments and evaluations carried out by our Nomination Committee in the discharge of all its functions would be properly documented;
- (j) to ensure that all Directors receive appropriate continuous training programmes in order to broaden their perspectives and to keep abreast with developments in the marketplace and with changes in new statutory and regulatory requirements;
- (k) to review the terms of office and performance of our Audit and Risk Management Committee and each of its members annually to determine whether such Audit and Risk Management Committee and its members have carried out their duties in accordance with the terms of reference;



**5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)**

- (l) to assist our Board in assessing and evaluating circumstances where a Director's involvement outside our Group may give rise to a potential conflict of interest with our Group's businesses, upon receiving declaration of the same from the Director and thereafter, to inform the Audit and Risk Management Committee of the same. After deliberation with the Audit and Risk Management Committee, to recommend to our Board the necessary actions to be taken in circumstances where there is a conflict of interest;
- (m) to formulate and review the nomination, selection and succession policies and plans for members of our Board, Board Committees and senior management;
- (n) to act in line with the directions of our Board;
- (o) to consider and examine such other matters as our Nomination Committee considers appropriate; and
- (p) to consider any other relevant matters as delegated by our Board.

The recommendations of our Nomination Committee are subject to the approval of our Board.

**5.3.4 Remuneration Committee**

Our Remuneration Committee was established on 5 November 2021 and its members are appointed by our Board. Our Remuneration Committee comprises the following members:

<b>Name</b>	<b>Designation</b>	<b>Directorship</b>
Ir. Tee Kiam Hong	Chairman	Independent Non-Executive Director
Olivia Lim	Member	Independent Non-Executive Director
Andrea Huong Jia Mei	Member	Independent Non-Executive Director

The main function of our Remuneration Committee is to assist our Board in fulfilling its responsibility on matters relating to our Group's compensation, bonuses, incentives and benefits.

The duties and responsibilities of our Remuneration Committee include, amongst others, the following:

- (a) to formulate and recommend a framework of remuneration for our Managing Director, Executive Directors and key senior management for our Board's approval. There should be a balance in determining the remuneration package, which takes into account the demands, complexities and performance of our Group as well as skills and experience required; and which should be sufficient to attract and retain the Directors of calibre, and yet not excessive. The framework should cover all aspects of remuneration including Director's fee, salaries, allowance, bonuses, options and benefit-in-kind;
- (b) to recommend specific remuneration packages for our Managing Director, Executive Directors and key senior management. The remuneration package should be structured such that it is competitive. Salary scales drawn up should be within the scope of the general business policy and not be dependent on short-term performance to avoid incentives for excessive risk-taking. As for the Non-Executive Directors and Independent Directors, the level of remuneration should be linked to their level of responsibilities undertaken and contribution to the effective functioning of our Board;
- (c) to ensure the remuneration policies and practices appropriately reflect the different roles and responsibilities of Executive Directors, Non-Executive Directors and key senior management;

## 5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

- (d) to review and assess the remuneration packages for the Directors and key senior management in all forms, drawing advice from experts, if necessary. The remuneration packages shall be determined on the basis of the Directors' and key senior management's merit, qualification and competences, while having regard to our Group's operating results, individual performance and comparable market statistics, which are aligned with the business strategy and long-term objectives of our Group. In addition, the performance of our Group in managing material sustainability risks and opportunities should also be considered;
- (e) to ensure the remuneration and incentives for Independent Directors should not conflict with their obligation in bringing objectivity and independent judgment on matters discussed;
- (f) to recommend matters relating to the remuneration of the Directors and key senior management of our Group for our Board's consideration and decision.
- (g) to act in line with the directions of our Board;
- (h) to consider and examine such other matters as the Remuneration Committee considers appropriate; and
- (i) to consider any other relevant matters as delegated by the Board.

The recommendations of our Remuneration Committee are subject to the approval of our Board.

### 5.4 REMUNERATION OF DIRECTORS AND KEY SENIOR MANAGEMENT

#### 5.4.1 Directors' Remuneration and material benefits in-kind

The details of the remuneration and material benefits in-kind paid and proposed to be paid to our Directors for services rendered to our Group in all capacities for the FYE 2021 and FYE 2022 are as follows:

FYE 2021 (Actual)	Fees RM'000	Salary RM'000	Bonus and Allowances RM'000	Statutory Contributions (EPF, SOCSO and EIS) RM'000	Benefits in-kind RM'000	Total RM'000
<b><u>Managing Director</u></b>						
Liew Sen Hoi	-	410	-(2)	-	69	479
<b><u>Executive Directors</u></b>						
Marcus Liew	-	255	-(2)	31	25	311
Ryan Liew	-	265	-(2)	33	24	322

**5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)**

FYE 2022 (Proposed)	Fees	Salary	Bonus and Allowances	Statutory Contributions (EPF, SOCSO and EIS)	Benefits in-kind	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
<b><u>Managing Director</u></b>						
Liew Sen Hoi	-	582	-(2)	-	15	597
<b><u>Executive Directors</u></b>						
Marcus Liew	-	345	-(2)	42	15	402
Ryan Liew	-	345	-(2)	42	21	408
<b><u>Independent Non-Executive Directors</u></b>						
Selma Enoil Binti Mustapha Khalil	30	-	1	-	-	31 <sup>(1)</sup>
Ir. Tee Kiam Hong	18	-	1	-	-	19 <sup>(1)</sup>
Olivia Lim	18	-	1	-	-	19 <sup>(1)</sup>
Andrea Huong Jia Mei	18	-	1	-	-	19 <sup>(1)</sup>

**Notes:**

- (1) Estimated based on their respective appointment dates as our Directors on 8 October 2021 up to 31 March 2022.
- (2) The Group does not have any fixed policies on determining bonus to be paid. There were no payments or proposed payments of bonus and allowances for FYE 2021 and FYE 2022 in relation to the Executive Directors taking into consideration the impact of COVID-19 outbreak and MCOs on the business and financial performance of the Group.

**5.4.2 Key senior management's remuneration and material benefits in-kind**

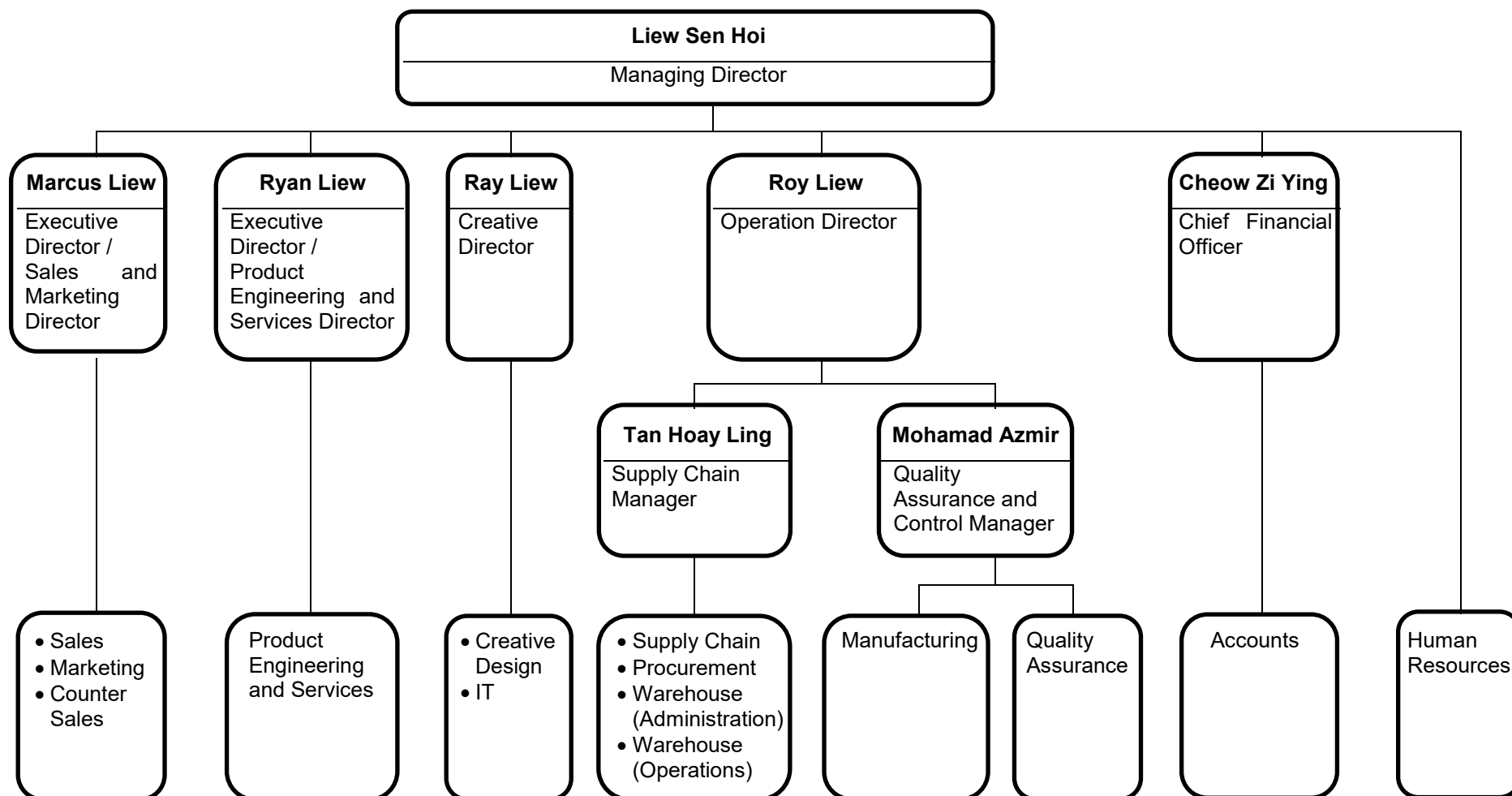
The aggregate remuneration and material benefits in-kind paid and proposed to be paid to our key senior management for services rendered to our Group in all capacities for the FYE 2021 and FYE 2022 are as follows:

Key senior management	Remuneration band	
	FYE 2021 RM'000	Proposed for the FYE 2022 RM'000
Roy Liew	250-300	350-400
Ray Liew	250-300	350-400
Cheow Zi Ying	100-150	100-150
Tan Hoay Ling	100-150	100-150
Mohamad Azmir Bin Ramli	50-100	50-100

**5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)**

**5.5 MANAGEMENT REPORTING STRUCTURE**

The management reporting structure of our Group is as follows:



**5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)**

**5.6 DECLARATIONS BY EACH PROMOTERS, DIRECTORS AND KEY SENIOR MANAGEMENT**

None of our Promoters, Directors and key senior management is or was involved in any of the following events, whether within or outside Malaysia:

- (i) a petition under any bankruptcy or insolvency law was filed (and not struck out) against such person or any partnership in which he was a partner, or any corporation of which he was a director or member of key senior management in the last 10 years;
- (ii) disqualified from acting as a director of any corporation, or from taking part directly or indirectly in the management of any corporation;
- (iii) charged or convicted in a criminal proceeding, or is a named subject of a pending criminal proceedings in the last 10 years;
- (iv) any judgment was entered against such person, or finding of fault, misrepresentation, dishonesty, incompetence or malpractice on his part, involving a breach of any law or regulatory requirement that relates to the capital market in the last 10 years;
- (v) the subject of any civil proceeding, involving an allegation of fraud, misrepresentation, dishonesty, incompetence or malpractice on his part that relates to the capital market in the last 10 years;
- (vi) the subject of any order, judgment or ruling of any court, government, or regulatory authority or body, temporarily enjoining him from engaging in any type of business practice or activity;
- (vii) reprimanded or issued any warning by any regulatory authority, securities or derivatives exchange, professional body or government agency in the last 10 years; and
- (viii) any unsatisfied judgment against such person.

**5.7 FAMILY RELATIONSHIPS AND ASSOCIATIONS**

Save as disclosed below, there are no other family relationships and associations among our Promoters, substantial shareholders, Directors and key senior management as at the LPD:

- (i) Liew Sen Hoi, our Promoter, substantial shareholder and Managing Director is the spouse of Lim Show Ching and the father of Marcus Liew, Ryan Liew, Roy Liew and Ray Liew;
- (ii) Lim Show Ching, our Promoter and substantial shareholder, is the spouse of Liew Sen Hoi and the mother of Marcus Liew, Ryan Liew, Roy Liew and Ray Liew;
- (iii) Marcus Liew, our Promoter, substantial shareholder and Executive Director, is the son of Liew Sen Hoi and Lim Show Ching;
- (iv) Ryan Liew, our Promoter, substantial shareholder and Executive Director, is the son of Liew Sen Hoi and Lim Show Ching;
- (v) Roy Liew, our Promoter, substantial shareholder and key senior management, is the son of Liew Sen Hoi and Lim Show Ching;
- (vi) Ray Liew, our Promoter, substantial shareholder and key senior management, is the son of Liew Sen Hoi and Lim Show Ching;
- (vii) Marcus Liew, Ryan Liew, Roy Liew and Ray Liew, our Promoters and substantial shareholders, are siblings; and

**5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)**

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- (viii) Liew Sen Hoi, Lim Show Ching, Marcus Liew, Ryan Liew, Roy Liew, Ray Liew are directors and shareholders of UFG, which is also our Promoter and substantial shareholder. Please see Section 5.1.2 for further details of UFG.

**5.8 SERVICE AGREEMENTS**

As at the LPD, none of our Directors and/or key senior management have any existing or proposed service agreement with our Group.

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